COMMANDERS DIGEST

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EQUAL OPPORTUNITY

Chief Of Naval Operations

Navy Race Relations Progress Is Aired By Adm. Zumwalt

In an exclusive interview on the subject of race relations, Chief of Naval Operations Admiral Elmo R. Zumwalt Jr., USN, recently discussed the Navy's racial problems, policies and programs on a worldwide video-taped program of the American Forces Radio and Television Service in Washington. The following are his statements on what the Navy's current racial situation is, the very real progress the Navy has made to date, and what he expects every commanding officer in the Navy to do about racial problems.

This is the third in a series of high-level interviews on Race Relations and Equal Opportunity in the U.S. Armed Forces. The first two interviews, with General William C. Westmoreland, Army Chief of Staff, and Robert F. Froelhke, Secretary of the Army, appeared in COMMANDERS DIGEST issues Oct. 28 and Nov. 4, 1971, respectively.

IMPORTANT TALKS. Adm. Zumwalt, left, receives a briefing from his Special Assistant for Minority Affairs, Lieutenant Commander William S. Norman, USN. (All Official U.S. Navy Photos)

I think the primary problem we face is the fact that there is still a lack of appreciation on the part of white personnel of the cultural differences of minority personnel, and, to some extent, the reciprocal problem that minority personnel fail to understand the cultural differences in whites.

I think there are, in the Navy, very few people who are consciously segregationist or racist. The larger number of us—among which I would include myself, when I first took this job—are people who feel no conscious sense of discrimination but just haven't become sensitive to the differences, as I was made sensitive to them last year, by the tremendous experience of listening to a group of minority personnel come in and really lay it on the line.

Reported Without Screening

This was a retention board group of minority personnel who came in and spent a week, as do all the retention board groups, putting down all the problems as they saw them and reporting, without any screening, directly to me and to [John H. Chaffee] Secretary of the Navy. From this group of black Navy men and their wives, we learned of discrimination of an order that we had no idea existed. As a matter of fact, we didn't even understand the nature or basis for some of it until we listened to this group.

Since then I have seen the transforma-

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NAVY RACE RELATIONS

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tion not only in myself, but in all those senior personnel who were in the room on that occasion. I'm convinced that, if we continue to work on this problem, the larger group of personnel who just aren't sensitive to the needs of minority personnel, sensitive to the differences, will become so. I'm confident that we can make major progress rapidly in this area.

We therefore have, I think, as our principal objective, the problem of educating everyone in the Navy as to the reasons why people from different cultural backgrounds have different modes of operating, different goals, different objectives, and why such things as differences in food items at the commissaries, or beauty aids, are important.

Major Problems

Housing discrimination is a major problem. As you know, we're working very hard to eliminate discrimination in the housing field in all areas.

The Secretary of the Navy has sent out a directive which states that the performance of communities in the field of housing will be one of the factors that will be taken into consideration in any subsequent base closing.

Another, and probably second most important problem area, has been the question of whether or not there has been truly equal opportunity for minority personnel to get into all of the ratings and into the senior commissioned grades.

To me, "equal opportunity" means that there should be no artificial barriers to the acquisition of the highest rank or rating in any field in the military, by any man, regardless of race, color or creed.

Navy Objectives

We have set ourselves a series of objectives, beginning right down at the recruiting level, both for enlisted personnel and officer candidates, to achieve, as rapidly as possible, an equitable share of minority personnel in all officer grades and in all enlisted ratings.

We expect to be able to correct fairly rapidly the imbalances among enlisted ratings. Certain ratings traditionally haven't had their equitable share of minority personnel. It will take longer

'To me, equal opportunity means that there should be no artificial barriers to the acquisition of the highest rank or rating in the military, by any man . . .'

Rear Admiral Samuel L. Gravely Jr., Commander, Naval Communications Command, is the Navy's first black flag officer.

in the senior officer grades, because it just takes longer for a man to get up into the senior officer grades. As you know, however, the Navy did select its first black admiral this year, Rear Admiral Samuel L. Gravely Jr., USN. And we have, at the other end of the spectrum, the largest group of minority personnel to enter the Naval Academy in its history—nearly double the previous performance.

We have a number of things going to increase the number of blacks in the higher enlisted grades.

—First, part of the problem is that we have not recruited enough minority personnel. But for about the last eight months, [Rear] Admiral [William M. A.] Greene, commander of the recruiting service, has achieved a full share of minorities—in other words, over 12 per cent a month. This means that we're making progress.

—Furthermore, we've discovered that there are cultural differences that make it more difficult for some minorities to pass certain examinations. In other words, examinations are written for the cultural biases of the white rather than for the minority. We're trying very hard to correct the examination procedures so that every man will have an equal opportunity, and there won't be that artificial bias.

I think, with a logical sequence of greater input at the bottom, eliminating the artificialities of these examinations which have tended to discriminate, that you'll see rather rapidly over the years the correction of these inequities in the higher ranks. But it can't happen overnight, because you have such a small base from which to operate until this larger input begins to take over.

There will be some difficulty in increasing the number of blacks in the senior officer ranks, because it takes time to grow a senior officer. But we are now in the process, both by our greater inputs into the Naval Academy and by creating Naval Reserve Officer Training centers at predominantly black universities and colleges, of increasing the base so that the officers we take in the future will be in the share that they represent among the American communities. Now the job is just to move these officers up as rapidly as we can, consistent with sound administrative practice and their capabilities.

Improving Clubs On Base

I have also instructed commanding officers to give special attention to the social and recrational needs of all military personnel. The desire here was to see to it that all possible efforts are made to improve the recreational and entertainment opportunities, consistent with good taste, on the bases themselves, so that personnel would be more motivated to go to their officers clubs or their CPO [Chief Petty Officers] clubs

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COMMANDERS DIGEST

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DoD Manpower Chief Tells Rotarians:

All-Volunteer Force Will Be Totally More Effective

'We shall have to maintain a force of two million or more. And, we shall have to include in this force people with a broad assortment of special talents and skills required for the performance of the tasks in the military force of the 1970s. The problem of attaining an All-Volunteer Force, then, is one of both quality and quantity of manpower.'

In a major address in December, entitled "Why the United States Should Have an All-Volunteer Force," Assistant Secretary of Defense (Manpower and Reserve Affairs) Roger T. Kelley told Philadelphia Rotary Club members that he philosophically prefers a volunteer armed force to one raised, in part, by conscription.

Mr. Kelley then presented, in summary form, these conclusions:

—In the adult work-world, the armed forces (like other organizations) function best in a free environment where they compete with others for people.

—An organization composed of volunteers, having survived the test of free competition, tends to be more efficient than one that relies on forced entry.

—The alleged pitfalls of the voluntary military organization—that it will be dominated by mercenaries, who will take over our Nation, or be all black—are gratuitous and false claims. They should be knocked down hard, lest the American public be misled by them.

—Once the transition to an All-Volunteer Force has been accomplished, the military organization will be "totally more effective" and will consist of many fewer people than its conscripted counterpart.

Draft Reliance

Reducing and then eliminating reliance on the draft is important, Mr. Kelley emphasized, because, above all else, it would provide better national security. Also, he added, it is important because it would be less costly and would serve the morale and esprit of its people far more effectively than the compulsory form of organization.

Taking an historical approach, Assistant Secretary Kelley said it is not easy to fill the ranks with volunteers. As he put it, the last time our country had an All-Volunteer Force—during the 1920s and 1930s—there were two salient facts: (1) military forces were less than 300,000 men; (2) military technology was simpler and the need for high levels of skill and learning was far less than it is today.

These two facts suggest "some of the problems that lie ahead as we seek to dispense with the draft," the Defense manpower chief stressed. He added, "We shall have to maintain a force of two million or more. And, we shall have to include in this force people with a broad assortment of special talents and skills required for the performance of the tasks in the military force of the 1970s. **The problem of attaining an All-Volunteer Force, then, is one of both quality and quantity of manpower."**

Lowest Draft Levels

Crediting the Vietnamization program with making it possible to reach the lowest draft levels since the Vietnam War began (less than 100,000 men during 1971) and for reducing the size of the U.S. Armed Forces by nearly one million men, Mr. Kelley warned that the hardest part lies ahead when the armed forces approach the level of manpower at which they shall stabilize for the post-Vietnam period.

Recent pay increases which provide substantial pay raises for lower enlisted ranks and junior officers received his strong endorsement. But, he stressed that military pay, before this increase, had been much too low, so low, in fact, as to keep people from enlisting.

"There is no basis for demanding that military people subsidize the rest of the Nation by providing their labor at rates far below those which they could receive in other occupations," he said. "It is enough that we ask them to risk their lives for us, without imposing a financial tax at the same time."

Not Pay Alone

Noting that better pay alone will not produce the number or kinds of volunteers needed in the armed forces, Assistant Secretary Kelley emphasized that plans to make Service life more attractive include many other things such as: (1) improved barracks and family housing units to introduce a modicum of comfort and convenience; (2) expanded educational opportunities to occupy people's minds and extend job opportunities.

By these and other changes, the Defense Department should be in a position to secure the manpower needed in the armed services without drafting anyone —provided there is reasonable support and cooperation from our American society, Mr. Kelley pointed out.

Disturbed by the implicit snobbery in charges that the All-Volunteer Force would be composed of "poor boys fighting rich men's wars," the manpower chief stressed that there are minimum standards for admission into the armed forces—mental, physical, and moral. He recognized that military service for some young men offers an escape from poverty but said that this escape should not

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— U.S. Executive Guidance Series —

This is the ninth in a series of articles to appear in Commanders Digest written by top officials within the United States Government. These articles span a variety of important subjects which have a continuing bearing on our Nation and its youth—from the Executive branch of Government point of view.

— YOUNG PEOPLE IN GOVERNMENT —

by ROBERT E. HAMPTON
Chairman, U.S. Civil Service Commission

The Civil Service Commission has a high interest and a key stake in making young people active participants in government. We are deeply committed to supporting President Richard Nixon's effort to involve young people in public service.

As the central personnel agency of the Executive branch, our primary medium of communication is jobs.

It takes some 2½ million persons to staff the Government; even in periods like the present—when manpower reductions are being made to help turn the tide of inflation—there is still plenty of work to be done.

In a given year, Federal agencies will hire up to 25,000 recent college graduates from the several hundred thousand who compete in civil service exams for programs that span the spectrum of Federal endeavor, including pollution abatement, urban renewal, medical and agricultural research, manpower development, social services, resources management, criminal investigation, medical care for veterans, space technology, national defense, and numerous others.

The main pipeline to government careers for college graduates is the Federal Service Entrance Examination (FSEE), but great numbers enter as scientists, engineers, accountants, and in other fields not staffed through the FSEE.

Others get head-start exposure to Federal programs under the cooperative education plan in which the student alternates periods of work and study. At present, about 5,000 students per year are employed in co-op education programs. Twenty-six Federal agencies have co-op agreements with 317 colleges, including 38 of the 53 predominantly black colleges which offer cooperative education.

Below the college level, there are numerous opportunities annually for young men and women, either in office work or in the trades, crafts, and laboring occupations.

The presence of youth in government becomes most pronounced in the summer when thousands of college students, high school graduates and needy youths fill in during the vacation season to get valuable experience in public service and financial help to continue their studies.

Summer Employes

Last year, Federal agencies appointed 107,500 summer employes, of whom 12,600 qualified under the nationwide competitive exam we administer. More than 400 were selected as Federal Sum-

mer Interns from the outstanding students nominated by colleges across the country. Another 22,400 came in under merit competition administered by the separate agencies, and 72,500 needy youth aged 16-21, entered under the program to employ the disadvantaged. To the best of agency managers' ability, each was given a task within his or her competence to perform, and encouragement to excel, at that task.

But whether they enter as fledgling careerists or as part of the summer program, we encourage all managers to make Federal employment a worthwhile experience for young people. In the Summer Intern program cited earlier, for example, a concerted effort is made to place the 400-plus students in jobs that are consistent with their career goals and at a level of government where they can work with key people charged with substantial responsibility. Several times during the course of the summer, they assemble to hear and talk to high government officials.

Encourage Managers

We encourage agency managers to carry on a continuing two-way dialog with young people, to draw on their enthusiasm and zeal, to tap their ideas, and to make them active participants in conferences, meetings, and the decision-making process wherever possible.

Obviously, not every young man or woman entering government is destined to become a Neil Armstrong, who made the first moon landing; a Frances Kelsey, who drove a deadly drug off the market; or, a Marshall Niremberg, who won a Nobel Prize in medicine.

Nor will young employes turn government around overnight to achieve instant solutions to such age-old problems

as poverty, discrimination, polluted skies and streams, or man's penchant for waging wars.

But each can be confident that his or her desire to make the world better is respected in government, that he or she will be welcomed as a working member of the team, and that a sincere effort will be made to create and maintain a working environment in which competent young people can contribute to good government and excel.

Many of them will also be pleasantly surprised to learn that the over-30 group —the bureaucrats—they will meet and work with in the Government, will share their ideas—and, their enthusiasm.

RECRUITING AND RETENTION

Air Force Reserve

Recruiting Thrust Vested In Reserve Commanders

Recruiting and retention practices and prospects in the Air National Guard and the Air Force Reserve were detailed Nov. 18 to the House Committee on Armed Forces, Subcommittee on Recruiting and Retention of Military Personnel.

Air Force Major General Homer I. Lewis, Chief, Office of the Air Force Reserve, told the Congressmen that the primary thrust of Reserve recruiting and retention activity is vested in Reserve unit commanders, who, when geographically feasible, work in concert with the active Air Force Recruiting Service. He indicated that, in the Total Force Concept, the Air Force and the Air Force Reserve were in the process of building a better bridge between active and Reserve activities to assure improved teamwork in achieving total force manning levels.

A secondary thrust for procurement of individuals with prior Air Force experience into the Reserve, he said, takes place in active duty personnel offices, success of which depends largely on the quality of counseling given during pre-separation processing.

Gen. Lewis said that the waiting lists for personnel desiring to enlist in the Air Force Reserve are definitely shrinking. Consequently, a considerably greater effort is required to fill non-prior service quotas on a continuing basis.

The two-star general identified initiatives and incentives considered essential to maintain satisfactory levels of manning in the Air Force and its Reserve Forces components with the benefit of draft-motivated manpower resources. As a result, the Office of the Air Force Reserve, in concert with the Air National Guard and the Air Staff, has developed priority items for implementation, accordingly:

—Establishment of an enlistment/reenlistment bonus, designed to increase the reenlistment rate of first-term airmen and to assure procurement of enough non-prior service airmen to meet shortfalls in a zero draft situation.

—A program to permit Reserve retirement prior to age 60, which would increase the flow of officer personnel, expand Reserve training and promotion

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or their EM [Enlisted Men's] clubs instead of going out to places that might be undesirable. This would also give them an opportunity to have a place on base where they would be proud to bring their dependents.

I think that we have, in an effort to move quickly, put out programs which are roughly right. **Now what we need to do is to go through and look for those areas where additional attention is necessary in order to bring true equality to all in every area.**

Equal Opportunity For Women

This includes the area of equal opportunity for women. It is apparent, from one of our retention board meetings consisting of women, that there are many areas in which the Navy has discriminated against women. We're moving very rapidly to try to eliminate these inequities so that women, like all other groups, will be given equal opportunity.

We've made a number of changes already, and I've just recently directed that we accelerate the staffing of those others that haven't yet been made. Some of the changes will require legislation—for example, the fact that a married woman officer or enlisted person is disqualified from drawing her BAQ [Bachelor Officer Quarters] if she's married to a military man.

'We have set ourselves a series of objectives . . . to achieve, as rapidly as possible, an equitable share of minority personnel in all officer grades . . .'

Lieutenant (j.g.) Edith E. Doyle, the only WAVE on the Navy's Minority Officer Recruiting Team, visits Howard University in Washington, D.C.

There are others, the large majority of which can be corrected right within the Department of Defense or the Navy, and we're working hard to get those done rapidly.

Top Priority

I consider equal opportunity and race relations among the top four or five problems with which I have to deal, and I devote an appropriate amount of attention to them. I have one meeting a week with my Special Assistant for Minority Affairs, Lieutenant Commander Bill [William S.] Norman, and two meetings every week with my Special Assistant for Human Relations, Rear Admiral [Charles F.] Rauch [Jr.].

As my special assistant for minorities, Cmdr. Norman sometimes receives telephone calls directly from the field, in cases where individuals feel that they are being discriminated against, and that the chain of command has been unresponsive. We arrange to have those complaints checked out in sufficient detail to correct the inequities, if they're there.

Individuals also have the opportunity to write directly to their commanding officers, or to request captain's mast (a personal interview), and, if they're not satisfied with that resolution, to write to Assistant Chief of Naval Personnel, Rear Admiral David Bagley. Adm. Bagley gets hundreds of letters a week from all kinds of people reporting specific problems or making beneficial suggestions. These are all looked into and followed up.

Frankly, if you get one letter from a ship you're likely not to feel that it's too much of a problem. If you get 10 or 15 or 20 letters from a ship, then you begin to sense that there's something wrong with that ship and it needs looking at. You can pretty well pick out those ships and activities that are doing well and those that are not.

Race Relations Education

There's absolutely no doubt about one thing. No directive written in Washington solves the problem by itself. As long as there is prejudice—and there will always be some prejudice—you're never going to have perfection. What we've got to do is to continue our educational programs for both the minority and the majority personnel, and, particularly, for those in authority—commanding officers, executive officers, division officers and so on—about the need for understanding cultural differences and doing their utmost to eliminate any unintended discrimination.

'. . . within a very short time, it will be apparent to all minority personnel that we have removed the bars and . . . opportunities have never been better.'

Senior Chief Boatswain's Mate Carl M. Brashear, who enlisted as a steward, is the first black to become a master diver—one of 60 in the U.S. Navy.

Unintended discrimination is, I think, now the larger fraction of the kinds of discrimination that we have. We're therefore working very hard to get education—formal education on the problems associated with minority personnel, and why they are discriminated against, and how we unintentionally discriminate—into all of our schools for both petty officers and officers.

We already have a vigorous program under a project manager, Adm. Rauch, who also works for the Assistant Chief of Naval Personnel for People, to deal with the whole field of human relations. This includes not only racial problems, drug problems, but the whole business of interpersonal relations among people—how to understand the other guy, regardless of his background and regardless of whether he's your boss, your subordinate or your peer.

The Navy Program

In the field of minority problems, I think we've got a program that's a valuable and sensible program. Now, the thing to do is just to work it down

to the lowest level in the hierarchy to make sure that everybody really understands it and is with it.

In evaluating our equal opportunity program, I would say that, with regard to effort and intensity and motivation, we're pretty close to 100 per cent. With regard to results, we're probably down in the vicinity of 70 or 75 per cent. We hope that the effort and motivation and intensity of our drive will bring that latter mark up.

The Navy is dedicated to eliminating racial prejudice. I believe within a very short time it will be apparent to all minority personnel that we have removed the bars and that their opportunities have never been better.

It would be a tragic thing for the country if minority personnel took the view that they shouldn't be a part of the military system, any more than they should refuse to be a part of the legislative system, or the juridical system. The great value and strength of America is that we do have participation by citizens of all ethnic backgrounds, and we certainly need it in the armed services as well as in any other institution.

AIR FORCE RESERVE

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opportunities for younger officers and give them an incentive to continue in the Air Force Reserve for at least 20 years, thus assuring paid retirement.

—Authorization of survivor benefits to those Reserve members having accrued 20 creditable years for non-regular retirement, but who fail to attain 60 years of age. Under current law, survivors of such members are not entitled to survivor benefits.

—Provisions for an increase in the number of Air Reserve recruiters and expansion of Air Reserve advertising programs. An estimated 48 additional active-duty recruiters would be needed to provide full-time emphasis on the program and to offer the additional counseling consideration that will be needed in a zero draft environment. Increased advertising will allow, throughout the communications media, emphasis of Reserve incentives. Included in the Fiscal Year 1972 budget is the use of billboard posters near active Air Force installations, expanded local area advertising in five test areas, and increased use of radio and television.

Also under recommended consideration is an expansion of the present Air Force tuition assistance program, which, Gen. Lewis said, would be most effective in attracting high school graduates who intend to continue education in the academic community or vocational school. Under the plan, non-prior service members could affiliate in a Reserve component, maintain a full-time educational load, and still meet Reserve training requirements.

Last June, the Air Force convened a task group that reviewed recruiting objectives in being and those needed for transition into a zero draft environment. The task group also included a panel that specifically dealt with Air Reserve Forces.

Significant among their recommendations were:

—A proposal to establish an Air Reserve Forces Command Post at a central location, which would provide a focal point of recruiting information for individuals and organizations (both active and Reserve), plus a capability to receive telephone inquiries from throughout the Nation during normal duty hours. Such a facility would have a total Air Force effort directed toward Reserve Force recruiting throughout the Continental United States. The facility has been identified, manpower requirements have been established, and the project is moving ahead with implementation hopefully early next year.

—The development of tape cassette briefings for use at all Air Force separation points, which would improve information presented to the Air Reserve Forces' most valuable recruiting resource: separatees. Equipment for such briefings is included in the FY 1972 programs.

—A proposal to expand all professional military education curriculums in the Air Force to include more in-depth coverage of Reserve Forces, a plan already expressed to the Air University.

—A proposal to emphasize female and minority-group participation in the Air Reserve Forces. Enlistment directives to assure equality for women have recently been reviewed, the Air Force Reserve technician program has been opened to women, and a total forces review of all directives impacting on Women in the Air Force is being made. Regarding minorities, goals have been established through 1975 that are felt to be obtainable, and will move the Air Reserve Forces toward a minority distribution commensurate with the ethnic mix in the communities in which Air Reserve Forces units are located.

ALL-VOLUNTEER FORCE

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be closed to those who can meet standards for admission.

Reliance on Reserves

Also stressed was the fact that an increase of responsibilities for National Guard and Reserve units in Secretary of Defense Melvin R. Laird's Total Force Concept means Reserve forces, not the draft, will be the primary and initial augmentation to the active duty forces in the event of a substantial force buildup.

"No longer are the Guard and Reserves looked upon as a safe haven from the draft," the assistant secretary warned. "These are units with a mission whose mission capability is being vastly improved."

Touching on the high cost of people, which has risen in recent years despite substantial reductions in the size of the military force, Mr. Kelley said the answer lies partly in the greater efficiency implicit in an organization of volunteers.

Recruiting Obstacle

With respect to the public's image of our armed forces, Assistant Secretary Kelley noted that the abusive defamation of military life that circulates in many quarters of our society is increasingly an obstacle to recruitment and retention of personnel by the armed forces. He called this not only unjust but also dangerous to national security.

"If the military profession is not accorded the respect it deserves, no amount of money, no improvement in the condition of Service life, no recruitment campaign, will attract enough qualified volunteers to maintain an adequate military force," Mr. Kelley concluded.

Reserves Chief Stresses:

Importance Of Citizen-Soldier Role To Increase

In 1969, 29 per cent of the Army total strength was found in the Army National Guard and Army Reserve. In 1974, 43 per cent of the total Army military strength will be made up of Reserve Components. It is quite evident, therefore, that there will be an increased and more important role for the Army National Guard and Army Reserve in the future.

General Harris W. Hollis, Chief of Reserve Components, Department of the Army, emphasized, ". . . with so large a segment of our Army situated in the arena of the citizen-soldier, our programs must be dynamic and vigorous to bring to the fore that strength and sense of purpose necessary to the attainment of a sound security posture."

Army Guard and Reserve units and individuals will certainly be the initial and primary source for augmentation of the active duty forces in any future emergency that might require a rapid and substantial expansion.

Two Forms

This need, according to the general's November testimony before the Subcommittee on Recruiting and Retention of Military Personnel, House Committee on Armed Forces, takes two forms:

—To provide additional combat, combat-support and combat-service support units to augment the active establishment.

—To fill the ranks of active Army units with trained individuals.

Gen. Hollis maintained, ". . . recruiting and retention are the two most critical problems facing the Army's Reserve Components today. They will become even more critical as we move towards a volunteer force, inasmuch as many non-prior service enlistments appear to be draft-induced."

In the month of July, the Army Reserve showed a Reserve Enlistment Program (REP) enlistment rate of 90 per cent of their programmed objective and a REP re-enlistment rate of 5.9 per cent. The Army Guard had a REP enlistment rate of 72.5 per cent of their programmed goal and a REP retention rate of 12.6 per cent. REP-63 personnel (non-prior service National Guardsmen or Reservists on six-year enlistments) currently make up approximately 85.2 per cent of the Guard and 91.3 per cent of the Reserve units.

Gen. Hollis optimistically predicted, "We can attract bright, wholesome, intelligent, highly-motivated young men to the color of National Guard and Reserve units."

Obsolete Equipment

Some of the things tolerated in the stress of recent years, he went on, such as obsolete equipment, lowered standards of readiness and training, inadequate manning and aging organizational forms, are now giving way to higher standards, improved efficiency, modernization in equipment of all sorts, and better organization.

The Army National Guard and Reserve need to work on improving recruitment and retention, the general warned.

Both the Army National Guard and Reserve are building a force of trained recruiters with part-time recruiters in units and full-time recruiter supervisors at State, Army Reserve Command and General Officer Command levels.

The Army Guard already has its full-time recruiting technicians on duty and they have completed their initial training. Recruiters at lower levels are now being trained.

The Armies in the Continental United States (CONUS) have begun hiring recruiter technicians for the U.S. Army Reserve (USAR).

Draft Motivation

In July, when the draft law expired, selected National Guard and Reserve units were examined to see if any trends could be attributed to the lack of draft motivation. There was a decline in assigned strengths and in waiting lists. This situation abated somewhat in September and some units began showing an increase.

Several factors, however, clouded the picture:

—Waiting lists still existed in many units.

—There was a large group of deferred personnel eligible for call.

—Some reporting units, particularly in the Reserve, were already up to strength or overstrength during the period.

—Reserve component units often showed a strength decline during the summer because they concentrate less on recruiting while preparing for and undergoing annual training.

—There was a "wait-and-see" attitude on the part of people on waiting lists.

The general cautioned, however, the National Guard and Reserve, ". . . have no idea how many names are on more than one list or how many names are still on lists despite the fact that the man involved has moved, has joined another unit, has been drafted or is no longer interested in the Reserve Components."

The Army Guard began 1971 with about 62,000 names on waiting lists. At the end of March, 56,000 remained. At the end of June, this figure was down to 33,000. At the end of September, about 16,000 remained.

On Reserve Side

On the Reserve side, the general testified, there were about 50,000 names on lists at the end of June, 1970. But, at the end of July, 1971, the lists had shrunk to 9,700.

A report as of Sept. 30 found the Reserve lists down to about 6,800.

Gen. Hollis concluded: "We must strive to see that what is good for the Army —active, National Guard, Army Reserve —is also good for the country. It is a two-way street."

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